

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

FROM:

NO.

DATE

TO: (Officer designation, room number, and building)

DATE

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

REC'D

FWD'D

1. *mu* 344
Asst to DDI (nac) Admin

cy to *4 Mar*

2. *5164 - OCB filler*

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6 February 1958

ER-10-1526

MEMORANDUM FOR: CIA Members of OCB Working Groups

You have been selected as a member of a Working Group under the Operations Coordinating Board, because of your knowledge of an area or a functional program, and because of your responsibility for, and your closeness to, operations of this Agency. Your duties in this connection will take time and thought. It is therefore important that you know the reason for your assignment, what is expected of you and what you can and should contribute.

I. The Operations Coordinating Board

A. Purpose

The OCB was set up in 1953 to coordinate the activities of U. S. Government agencies having major overseas responsibilities. Its principal functions are to assist in integrating the execution of operations carried out abroad in the furtherance of national policies, and to provide a mechanism for periodic reporting to the NSC on progress in this field. The charter members are designated because of their operating responsibilities in their own agencies.

B. Composition

The members are: (1) Under Secretary of State, (2) Deputy Secretary of Defense, (3) Director of Central Intelligence, (4) Director of the United States Information Agency, (5) Director of the International Cooperation Administration. In addition, officers of similar stature from Treasury, AEC and others attend the meetings, and certain designees of the President are members. At present these are the Special Assistant to the President for National Security Affairs and the Special Assistant to the President for Security Operations Coordination.

Each member has a Board Assistant who serves as his principal aide in all matters having to do with the OCB, both within his own agency and externally. There are approximately 45 working groups or committees composed of operating officials from the member agencies plus a number of non-member agencies as appropriate. The fact that the members of these groups are operating officials, as is the DCI and most of the other principals, is a most significant factor in the OCB organization. It is only in this way that the working of the OCB at all levels can be given realism and usefulness.

C. Papers Prepared

When the President approves an NSC policy paper pertaining to overseas operations it is usually referred to the OCB for the preparation of an Operations Plan to carry out the NSC policy. A Progress Report is required at regular intervals, usually six months; these are presented to the NSC, and in this way adequate implementation of approved policy is assured. In addition to these standard type papers, there are ad hoc papers on subjects which are outside the scope of a particular NSC policy or which have urgent significance. When

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time permits papers are sent to the field in draft for comment by officers closest to the problem.

D. Method of Operation

For each country or functional area on which an NSC paper has been prepared or for which OCB coordination has been directed, there is a Working Group. Most of them are chaired by the State representative. Each one has a member of the permanent OCB Staff assigned to assist in drafting and otherwise. After suitable discussion the chairman or the OCB Staff member usually prepares a first draft of the required paper although each agency can contribute written material if desired or appropriate. It is usually necessary to have about three drafts before a Working Group agrees finally on a particular paper. Sometimes there are "splits," representing areas of disagreement which cannot be resolved. The papers then are considered at a meeting of the Board Assistants and finally by the Board itself. The Board Assistants meet every Friday and the Board every Wednesday.

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II. Significance to CIA

Members of the Working Groups are representatives of the DCI. They must be competent and informed operating officials and must take the assignment seriously. It should not be viewed as an extracurricular chore.

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III. Internal CIA Procedures

a. Established Working Groups usually convene at the call of the Chairman, or occasionally a member of the OCB staff. You will be notified automatically of these meetings. From time to time new Working Groups are established in response to changing operational situations.

Draft terms of reference for the group will be discussed by the Board Assistant with the designated member and will be approved sometimes by the Board but usually by the Board Assistants as a body.

b. The CIA member is expected to participate fully in the discussions of the Working Group as an officer informed on the area under consideration.

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